

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

A.M.A. Session

FROM:

DDA Planning Officer
7D18 HQ

EXTENSION

NO.

DATE

12 August 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Ed/ DDA

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1-2/3: An interesting report!

Jeh

100-20

12 August 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM:
DDA Planning Officer

SUBJECT: American Management Associations (A.M.A.) Session

1. On 28 July 1983, I attended a session on standards of performance and performance appraisal at the American Management Associations (A.M.A.). The speaker, James L. Hayes, is chairman of the A.M.A. He has taught management courses for 42 years and has been concerned with performance appraisal since 1952. Mr. Hayes is writing a book on standards of performance. The A.M.A. staff describes him as "to standards of performance what Peter Drucker is to management." He is a friendly, engaging lecturer who easily held the attention of the audience of about 50 people.

2. Mr. Hayes began with a few maxims:

- o standards of performance exist in the context of total management
- o any job that is defined precisely is in its death throes
- o job descriptions for dynamic situations demand "plus whatever else is necessary"
- o the appraisal system should not have surprises

3. He discussed what standards of performance do:

- o define what is expected
- o help distribute the work equitably
- o assign ratings properly
- o spotlight outstanding work
- o show improvement that is necessary
- o justify personnel actions

4. Mr. Hayes gave a description of three types of objective standards and three ways of expressing standards:

- o three basic types:
 - engineered - what has to be done
 - historical - what's been done before
 - comparative - what others are doing
- o three ways they're expressed:
 - positive - when you know what you want
 - negative - don't know what you want; know what you don't want
 - zero - don't want something to happen at all

5. Mr. Hayes continued with a discussion of specifications for performance standards. Standards should be:

- o measurable
- o devoid of vague, ambiguous language
- o attainable
- o communicating
- o acceptable

6. He said government often hires to job titles and very broad descriptions and must be sure that employees know what is expected. He mentioned the damaging effect that time-in-grade requirements can have on motivation. He said that if an employee is doing the work of the grade, then the employee should get the grade.

7. Mr. Hayes said that he is often asked about good managers in government and in private industry. He said he finds no difference in the proportion of good and poor managers in the public and private sectors.

8. Based on discussion in the room and the way Mr. Hayes relayed sample appraisals he received from other government departments, this Agency is in a class ahead of the others. If we have problems in

these areas, they are not apparent from Mr. Hayes' description of the performance appraisal activity. He suggested that many organizations have no rigorous method for performance appraisal.

9. The A.M.A. is an expensive, high-quality training organization with a good reputation for management courses. They frequently work with organizations to design special courses. The training facility, located near the Capitol, is new, modern, and convenient. A.M.A. has been used frequently by other parts of the Agency (DDO) and for several courses by this Directorate. We should continue our association with A.M.A., and we certainly should attend lectures such as Mr. Hayes' presentation. We should encourage the Office of Personnel to attend A.M.A. presentations.

STAT





A SPECIAL INVITATION

You are cordially invited to join a select group of government managers for a meeting with James L. Hayes, Chairman of the American Management Associations on Thursday, July 28th, from 1:30 p.m. - 4:00 p.m. The meeting will be held at the AMA Washington Management Center, 440 First Street N.W. We hope you will accept this invitation to be a member of the group.

Stimulated by the increasing pressures on the government manager, decreasing budgets and demands for greater productivity in public service, standards of performance and performance appraisal are more important than ever. This meeting offers the opportunity to hear what Jim Hayes has learned from managers, offering practical insights into the difficult, but not impossible job of setting standards of performance and performance appraisal in the government. In the private sector, the main objective of profit is easier to measure than the sometimes hard-to-define objectives in government. It is a more challenging job to set standards of performance when programs and projects relate to our broad public service objectives. But it can be done well.

Mr. Hayes has worked with thousands of organizations in both the public and private sectors in his experience as Chairman and former CEO of the American Management Associations for over ten years. His major interest in standards of performance is reflected in his past current projects. He is the speaker in the AMA "Program for Performance Appraisal" multi-media program for government managers. He speaks on management skills and standards of performance in the AMA programs "Essentials of Management" and "Supervisory Management Course", which have trained over a million people around the world. He is currently writing a book on standards of performance.

Jim's opening presentation will be followed by a question-and-answer period and a general discussion which will enable you to focus on problems of particular interest to your organization. In making the presentation, Mr. Hayes would like to refer to your actual standards (without identifying any organization) in the course of his talk and address specific examples. Please include one or more sample pages listing standards of performance that are currently used in your organization, "whiting-out" any reference to the name of the organization or name of a program or project.

Please let us know whether you can attend by returning the enclosed reply form. If you have any questions, please call me at 703/768-5577. We look forward to your joining us for a meeting that we believe will be highly rewarding. Of course, there is no charge for the meeting.

Sincerely,

Mary Fran Coffey

Mary Fran Coffey
Regional Representative

R S V P

To ensure your reservation, please send this form by Wednesday, July 20th.

TO: Ms. Mary Fran Coffey
Regional Representative
American Management Associations
P.O. Box 7169
Alexandria, VA 22307

Telephone: 703/768-5577

() I will attend the meeting with Jim Hayes on July 28th
1:30pm - 4:00pm.

() I do not plan to attend

NAME: _____

TITLE: _____

ORGANIZATION: _____

ADDRESS: _____

CITY/STATE: _____

TELEPHONE: _____

GUESTS:
(Name & Title) _____

SIGNATURE _____